

**COUNTY OF SAN LUIS OBISPO BOARD OF SUPERVISORS
AGENDA ITEM TRANSMITTAL**

(1) DEPARTMENT Human Resources and Agricultural Commissioner	(2) MEETING DATE 10/21/2014	(3) CONTACT/PHONE Tami Douglas-Schatz (805-781-5959) and Brett Saum (805-781-5922)	
(4) SUBJECT Submittal of a resolution approving the new classification and establishing the salary range of Deputy Agricultural Commissioner and Sealer of Weights & Measures, and amending the Position Allocation List for Fund Center 141 – Agricultural Commissioner, by adding 1.0 FTE Deputy Agricultural Commissioner and Sealer of Weights & Measures, and 1.0 FTE Administrative Services Manager. All Districts.			
(5) RECOMMENDED ACTION It is recommended that the Board approve the resolution establishing the new classification and salary range of Deputy Agricultural Commissioner and Sealer of Weights & Measures and amending the Position Allocation List (PAL) for Fund Center 141 – Agricultural Commissioner, by adding 1.0 FTE Deputy Agricultural Commissioner and Sealer of Weights & Measures, and 1.0 FTE Administrative Services Manager.			
(6) FUNDING SOURCE(S) General Fund	(7) CURRENT YEAR FINANCIAL IMPACT (\$7,004.00)	(8) ANNUAL FINANCIAL IMPACT \$21,595	(9) BUDGETED? Yes
(10) AGENDA PLACEMENT <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Presentation <input type="checkbox"/> Hearing (Time Est. ____) <input type="checkbox"/> Board Business (Time Est. ____)			
(11) EXECUTED DOCUMENTS <input checked="" type="checkbox"/> Resolutions <input type="checkbox"/> Contracts <input type="checkbox"/> Ordinances <input type="checkbox"/> N/A			
(12) OUTLINE AGREEMENT REQUISITION NUMBER (OAR) N/A		(13) BUDGET ADJUSTMENT REQUIRED? BAR ID Number: N/A <input type="checkbox"/> 4/5 Vote Required <input checked="" type="checkbox"/> N/A	
(14) LOCATION MAP N/A	(15) BUSINESS IMPACT STATEMENT? No	(16) AGENDA ITEM HISTORY <input checked="" type="checkbox"/> N/A Date: _____	
(17) ADMINISTRATIVE OFFICE REVIEW Lisa M. Howe			
(18) SUPERVISOR DISTRICT(S) All Districts			

County of San Luis Obispo



TO: Board of Supervisors

FROM: Agricultural Commissioner / Brett Saum
Human Resources / Tami Douglas-Schatz

DATE: 10/21/2014

SUBJECT: Submittal of a resolution approving the new classification and establishing the salary range Deputy Agricultural Commissioner and Sealer of Weights & Measures, and amending the Position Allocation List for Fund Center 141 – Agricultural Commissioner, by adding 1.0 FTE Deputy Agricultural Commissioner and Sealer of Weights & Measures, and 1.0 FTE Administrative Services Manager. All Districts.

RECOMMENDATION

It is recommended that the Board approve the resolution establishing the new classification and salary range of Deputy Agricultural Commissioner and Sealer of Weights & Measures and amending the Position Allocation List (PAL) for Fund Center 141 – Agricultural Commissioner, by adding 1.0 FTE Deputy Agricultural Commissioner and Sealer of Weights & Measures, and 1.0 FTE Administrative Services Manager.

DISCUSSION

Issue

Like many organizations, the Department of Agriculture/Weights and Measures is facing a multitude of retirements in the next five years. Some of these retirements include key management positions. In order to proactively address these events and recognize opportunities for improvements, the department has begun a succession plan through a departmental restructure. A complete visual overview of each phase can be seen in the five organizational charts attached. The first step of this restructure was approved with the FY 2014-15 budget submission. To preserve stability and coincide with forthcoming retirements, the department will be implementing the second step of this multi-year reorganization by realigning its management structure.

Based on a recent retirement projection survey completed by the Department of Agriculture/Weights and Measures staff, thirty-four percent of the departmental personnel anticipate retiring in the next five fiscal years, including both the Chief Deputy Sealer and Chief Deputy Agricultural Commissioner.

The first of these two upper management positions to be vacated will be the Chief Deputy Sealer. We are anticipating an extremely small pool of qualified candidates at the upper management level required to fill the current Chief Deputy Sealer position due to higher level licensing requirements, the high cost of living in San Luis Obispo County and recent county pension reform. A state license equal to the County Sealer of Weights and Measures is required for any potential candidate, which is the same licensing level that is required of the Department Head. Based on current licenses held as reported by the California Department of Food and Agriculture as of April 2014, there is one qualified candidate within the department and only sixty-six qualified individuals for the entire state who are not currently seated in an equivalent Sealer position. In consideration of the fifty eight California counties, this is a relatively small number of qualified candidates. With these limitations in mind, as well as the change in demands and responsibilities our department faces from our customers and partner agencies, we have developed an organizational structure we believe will better serve all customers. Additionally, the department recognizes this as an opportune time to restructure the organization in phases to

coincide with vacancies resulting from retirements.

Deputy Agricultural Commissioner and Sealer of Weights & Measures

The current Chief Deputy Sealer holds a pivotal role in the department with oversight of the Weights and Measures Program, Administrative Services, and Farmers' Market Program. In addition, responsibilities include employee supervision for each listed management area. Due to the distinctive skillset of our current Chief Deputy Sealer, responsibilities also include fiscal management, direct supervision of Automation Services and department safety coordination, which are unique to this Chief Deputy Sealer position.

To address the recruitment challenges at the Chief Deputy Sealer level, a Deputy Agricultural Commissioner and Sealer of Weights & Measures position was created that combines both weights and measures duties and agricultural program duties. On September 24, 2014, the Civil Service Commission (CSC) approved this new managerial classification.

The Deputy Agricultural Commissioner and Sealer of Weights & Measures is a mid-level management position, which currently has a greater candidate pool than the Chief Deputy Sealer. Although this new classification requires both the Deputy Sealer and Deputy Agricultural Commissioner licenses, these are lower level licenses with over one hundred individuals statewide and two individuals internally currently licensed in this capacity as of April 2014.

This shift in classification allows more flexibility with regard to program management at the deputy level and will help balance the span of control evenly between all deputy positions. The Deputy Agricultural Commissioner and Sealer of Weights & Measures will be assigned more program management duties and none of the departmental administration duties previously fulfilled by the Chief Deputy Sealer.

Administrative Services Manager

Concurrently, the current Administrative Services Officer (ASO) position will be changed to an Administrative Services Manager (ASM) classification. The ASM will assume all of the Fiscal Management Officer duties previously held by the Chief Deputy Sealer. Existing duties of the ASO, such as departmental Personnel, Payroll and Time Coordinator, Benefits Specialist, Accountant, Building Maintenance Coordinator, Workers' Compensation Liaison, and Approver of purchasing requisitions, will be retained by the ASM. To accomplish this, the ASM will receive support from a new Accounting Technician position, which was recently converted from a vacant Administrative Assistant position.

In addition to direct supervision of 1.0 FTE Accounting Technician and 2.0 FTE Administrative Assistant positions, the ASM will assume oversight of the 1.5 FTE Department Automation Specialists, 1.0 FTE Mapping/Graphic System Specialist, and all related administrative functions previously the responsibility of the Chief Deputy Sealer.

Establishing the ASM classification to incorporate all departmental financial and administrative functions under a single manager streamlines requests for services from all customers, internal and external, consolidates contract management, ensures consistent quality of deliverables, improves financial accountability, and provides uniform reporting of activities to the department head. The consolidation of the department's administrative support functions will allow for improved management, financial oversight and compliance with the nearly twenty state and federal cooperative agreements the department currently manages.

Due to the congruent nature of the proposed changes in administrative oversight, both position changes must be completed in tandem in order to meet the needs of the department and to maintain continuity in service to the community.

Subsequent to the appointments of the Deputy Agricultural Commissioner and Sealer of Weights & Measures and the ASM, the department will request removal of the Chief Deputy Sealer and ASO positions from the PAL resulting in a net neutral PAL change.

OTHER AGENCY INVOLVEMENT/IMPACT

The Civil Service Commission approved the new Deputy Agricultural Commissioner and Sealer of Weights & Measures

class specification on September 24, 2014. The salary recommendation is appropriate for the classification's level of duties, complexity, decision making authority and licensing requirements and reflects the County's salary setting methodology.

The County Administrative Office has reviewed this request and is in agreement with the recommendations.

FINANCIAL CONSIDERATIONS

An estimated total compensation cost for the new Deputy Agricultural Commissioner and Sealer of Weights & Measures classification will be \$146,410, which includes salary and benefits. Of that amount, the annual salary at Step 5 is \$91,208 with fixed and variable costs of approximately \$55,202.

Implementation of these reorganizational changes will create a salary and benefit savings in FY 2014-15 of \$7,004, for the final six months of the fiscal year, January 2015 thru June 2015. The financial impact is detailed in the table below:

Current Classification	Current FTE Allocation	Salary & Benefits	Recommended Classification	Proposed FTE Allocation	Salary & Benefits	FTE Change	FY 14/15 Cost Change
Chief Deputy Sealer	1.0	\$80,144	Deputy Agricultural Commissioner and Sealer of Weights & Measures	1.0	\$61,330	0.0	(\$18,814)
Administrative Services Officer II	1.0	\$50,187	Administrative Services Manager	1.0	\$61,997	0.0	\$11,810
Total	2.0	\$130,331		2.0	\$123,327	0.0	(\$7,004)

The estimated additional annual cost upon full implementation of this phase in the department's restructure, with both positions filled and maximum salary levels for each position obtained, will be approximately \$21,595. Up to 40% of this cost may be offset with annual unclaimed gas tax reimbursement.

RESULTS

The proposed reorganization will further the department's efforts in meeting the County Vision and Communitywide results of a well-governed, safe and prosperous community, as well as, supporting the department's mission, which includes protecting human health and safety, and establishing equity in the marketplace by implementing a more efficient and streamlined delivery mechanism of services. Additionally, existing services will be maintained or made more efficient through this departmental restructure. Intended results the department will achieve with the implementation of this restructure are listed below.

- Restructuring will result in an average of 90% of each division manager's direct reports working primarily in that manager's assigned program area.
- Currently, an average of 70% of each division manager's direct reports work primarily in that manager's assigned program area.

This balance in span of control will be achieved through modified staff and program assignments and measured by changes to our organizational chart. Other intended benefits not easily measured include more direct communication and training between staff and management and more streamlined flow of information, all resulting in a more effective delivery of services to the community.

Another important, but less measurable result is the improved promotional pathway created by the conversion of the Chief Deputy Sealer to the Deputy Agricultural Commissioner and Sealer of Weights & Measures and eventually, in a subsequent phase of the departmental restructure, the conversion of the Chief Deputy Agricultural Commissioner to the

Assistant Agricultural Commissioner and Sealer of Weights & Measures. These changes address the immediate and future succession planning needs of the department to assure future effective leadership, a healthy internal candidate pool and the continuation of excellence in delivery of customer service.

ATTACHMENTS

1. Attachment 1 - Reorganizational charts
2. Attachment 2 - Deputy Ag Comm/Sealer Job Spec
3. Attachment 3 – Resolution amending PAL and establishing compensation